



# ESG DOCUMENT

COMPLEMENTARY TO THE INTEGRATED REPORT FY  
2023

SALMONES CAMANCHACA

## 1.3 Materiality

### 1.3.4 Material Issues for External Stakeholders

Example of analysis with 2 material impacts

Impact	Environment and ecosystems: sustainable use of raw materials.	Environment and ecosystems: liquid, solid industrial, chemical and organic waste management.
Material Issue for External Stakeholders	The use of pellets from sustainable raw materials reduces the risk of negative impacts on the ecosystems in which they are obtained.	Responsible waste management can prevent negative impacts on coastal and marine ecosystems.
Cause of the Impact	Business value chain: - Supply chain	Business value chain: - Operations
External stakeholder(s)/ impact area(s) evaluated	- Environment - Society	- Environment - Society
Topic relevance on external stakeholders	<p>Materiality of externalized impact on stakeholders assessed:</p> <ul style="list-style-type: none"> <li>- The fishing of marine species for salmon feed production can lead to illegal fishing, overexploitation of the oceans, jeopardize the conservation of vulnerable or protected species, and affect artisanal fisheries. The use of feed with agricultural and animal raw materials can also have negative impacts upstream in the value chain. To reduce the impact on the environment, Salmones Camanchaca has a public commitment to sustainable agriculture and biodiversity, and gives preference to feed suppliers that use raw materials with IFFO, RTRS, and RSPO certifications, among others. Additionally, the company made the following commitment: decrease the volume of marine ingredients in salmon feed, measured as the “Fish In-Fish Out” ratio, to below 0.5 by the end of 2025. By 2022, the FIFO ratio had fallen to 0.46, by using trimmings from marine raw materials in Coho salmon feed.</li> </ul> <p>Type of impact:</p> <ul style="list-style-type: none"> <li>- Positive</li> <li>- Negative</li> </ul>	<p>Materiality of externalized impact on stakeholders assessed:</p> <ul style="list-style-type: none"> <li>- Poor waste management in the plants and in the rest of the operations can cause damage to the surrounding ecosystems, negative externalities in the communities and harm economic activities such as tourism or artisanal fishing. Salmones Camanchaca has a commitment to waste and sustainable packaging. It is also part of the Circular Economy and Climate Change APL and has a community composting program. The company is also committed to Increase the proportion of non-hazardous solid waste recycled by the Company and not sent to landfills to over 60% by 2025. By 2022, 38% of non-hazardous solid waste was recycled.</li> </ul> <p>Type of impact:</p> <ul style="list-style-type: none"> <li>- Positive</li> <li>- Negative</li> </ul>

### 1.3.5 Materiality Metrics for External Stakeholders

Example of analysis with 2 material impacts

Impact	Environment and ecosystems: sustainable use of raw materials.	Environment and ecosystems: liquid, solid industrial, chemical and organic waste management.
Material Issue for External Stakeholders	The use of pellets from sustainable raw materials reduces the risk of negative impacts on the ecosystems in which they are obtained.	Responsible waste management can prevent negative impacts on coastal and marine ecosystems.
Output Metric	Volume of marine ingredients in salmon feed.	Proportion of non-hazardous solid waste recycled.
Impact Valuation	Description of the impact assessed: - Reduce overexploitation of the oceans.	Description of the impact assessed: - Reduction of pollution and pressure on landfills.
Impact Metric	Quantitative impact metric linked to material issue: - Fish In : Fish Out Ratio (FIFO)  We measure impact as follows: 1. For marine raw materials with FIFO and percentage of Marine Trust and MSC certification. 2. For terrestrial raw materials with the % of feed that is RTRS and RSPO certified.  In the case of marine raw material certifications, these seek precisely to protect the populations and fisheries of wild species, i.e., they provide guarantees that by using raw materials with these certifications, marine populations, communities and ecosystems are not being degraded (as a logical consequence).	Quantitative impact metric linked to material issue: - Kg waste/biomass produced for specific areas.  We measure impact as follows: 1. Amount of waste generated and recovered by the company. 2. Amount (kg) of waste collected on the beaches surrounding the company's operations with the Salmones Camanchaca beach cleaning program.

## 1.4 Risk & Crisis Management

### 1.4.1 Risk Governance

	Please indicate name and position	Reporting line: please indicate who the person or committee reports to
Highest ranking person with dedicated	MARCELO AGUILERA	As responsible for gathering all risk

risk management responsibility on an operational level (not CEO)	CONTADOR - CORPORATE INTERNAL CONTROL, AUDIT AND CRIME PREVENTION OFFICER.	information from each division, Marcelo reports company risks directly to the Board of Directors
Highest ranking person with responsibility for monitoring and auditing risk management performance on an operational level (not CEO)	MARCELO AGUILERA CONTADOR - CORPORATE INTERNAL CONTROL, AUDIT AND CRIME PREVENTION OFFICER.	As internal Audit, Marcelo reports to the Director's Committe.

Regular risk management education for non-executive directors ensured. Please specify and provide supporting evidence.

Each new director that joins the company must undergo an induction procedure whether he's a regular, interim, or substitute. This procedure seeks that each new director is informed about the company, its businesses, risks, including sustainability, policies, procedures, main accounting criteria, and the most relevant current legal framework applicable to the company and its board. It specifically addresses the company's sustainability and risk management policies. The meeting with the CEO further addresses these topics. Also, each year the Corporate Audit manager presents to the Board the risks contextualized to the current company situation. The company also has a permanent training procedure for the board of directors to update knowledge, which includes the main risk management tools. This includes a presentation by the CEO and the responsible for auditing.

## 1.4.2 Risk Management Processes

### Review of company's risk exposure on a regular basis

The company's risk matrix is updated every two years. This updating process is carried out with the executives and main persons in charge of the areas, in which the current risks are reviewed (modification and elimination) and the incorporation of new risks is analyzed according to the current situation (internal and external). The determination of the level of criticality of the risk is evaluated through the voting of all participants, evaluation of probability of occurrence and impact for each of them. Once the process is completed, the information is consolidated, presented to the Board of Directors for approval and then sent to those involved for their knowledge and management through mitigating controls.

### Audit of the risk management process in the last two years

Internal Audit performs reviews of the company's critical processes. These processes are contained in the annual audit plan approved by the Board of Directors, which is based on the risk matrix.

## 1.5 Business Ethics

### 1.5.4 Codes of Conduct: Systems/ Procedures

#### Employee performance appraisal systems integrates compliance/codes of conduct

Compliance with the code of conduct of Salmones Camanchaca is indirectly evaluated through the indicator "Consistently applies in its functions and responsibilities the organizational values (talent and performance, ethics and transparency, care of resources, safety, sobriety and efficiency, respect, agility, collaboration and communication), being these the behavioral basis in the fulfillment of the objectives established by the company" in the performance evaluation.

### 1.5.5 Reporting on breaches

Reporting areas - number of substantiated cases	FY 2022
Corruption or Bribery	0
Discrimination or Harassment	0
Customer Privacy Data	0
Conflicts of Interest	0
Money Laundering or Insider trading	0

## 1.6 Policy Influence

### 1.6.1 Contributions & Other Spending

		FY 2019	FY 2020	FY 2021	FY 2022
Lobbying, interest representation or similar		0	0	0	0
Local, regional or national political campaigns / organizations / candidates		0	0	0	0
Trade associations or tax-exempt groups (e.g. think tanks)		409239	458797	563783	609411
Other (e.g. spending related to ballot measures or referendums)		0	0	0	0
Total contributions and other spending	USD - US Dollar	409239	458797	563783	609411
Data coverage (as % of denominator, indicating the organizational scope of the reported data)	revenues	100	100	100	100

## 1.7 Supply Chain Management

### 1.7.2 Supplier ESG Program

Salmenes Camanchaca has systems/procedures in place to ensure the effective implementation of the company's supplier ESG programs necessary to identify and address material risks and impacts.

Camanchaca currently has a Code of Conduct and Practices for Suppliers of Goods and Services that seeks to align the operational and internal processes of contractors and suppliers with respect to social, environmental, good practices and safety regulations, in accordance with the legal requirements of the industry and its relationship with its environment.

The control of the management and dissemination of the Code of Conduct and Practices for Suppliers is mainly led by the Purchasing and Supply Manager and reinforced with each of the contract areas and service users.

Access and knowledge of the Code of Conduct and Practices for Suppliers is through its website:  
<https://salmenescamanchaca.cl/en/information-of-interest/#1683151800552-59253278-c96a>

Additionally, all bidding conditions and contracts signed with suppliers of goods and services include the Code of Conduct and Practices for Suppliers for their knowledge.

As a purchasing procedure, the selection of the supplier is determined according to the need or category of the product or service required. Once the category of supply or service is identified, the characteristics of the product are reviewed considering financial aspects, availability and criticality according to the Purchasing and Bidding Procedure.

Likewise, the Bidding department is in charge of carrying out various supplier selection processes through a call for bids in which critical aspects are evaluated according to the type of supply and/or service. Aspects of the supplier are reviewed such as Risk Matrix; Safe Work Procedure (focused on the type of product or whose work involves subcontracting); Performance (Operational Aspects, Delivery Capacity, Productivity and Time); Financial Situation (Financial Backing, Tax Situation); Criminal Regulation of Legal Entities (Signatures Annexes of Conflicts of Interest and Code of Conduct and Practices for Suppliers); Delivery of Economic Form (the Value of the Service is detailed) and Insurance Quotation according to the need of the Product or Service. This procedure is regularly reviewed to incorporate improvements and/or suggestions in the purchasing and bidding procedure.

Once the supplier is selected, a contract is formalized between Camanchaca and the contracting company in which the commercial and technical conditions of the product or service are agreed, whose clauses also include legal and ethical aspects and knowledge of the Code of Conduct and Practices for Suppliers.

Currently Camanchaca does not give preference to suppliers that have obtained better results in ESG, but the award is based on economic impacts, availability of delivery, technical aspects and criticality of services. Additionally, occupational safety is considered, focused on the supplier's workers, when it is a subcontracting service, which is validated by the accreditation area who will define and will be conclusive in the awarding and entry of the supplier.

The role of the buyers is to facilitate and support the requirements of the users, in terms of obtaining the best service proposal considering the aspects of criticality, value, availability and time, in addition to being governed mainly by the Purchasing and Bidding Procedure. Aspects associated with ESG are considered after a selection and according to the performance obtained in the execution of the service or product.

### 1.7.3 Supplier Screening

Salmenes Camanchaca has a systematic supplier screening approach to identify significant suppliers.

Salmenes Camanchaca defines its Significant Suppliers as those with high environmental, economic (high turnover level), social and occupational safety risks.

- Environmental and Social Risk: Suppliers whose internal processes are not recognized in the aquaculture industry as having a negative environmental and social impact will be considered.
- Economic Risk: Consideration will be given to those suppliers that offer a competitive rate and savings with respect to the product or service required.

- Occupational Safety Risk: Preference will be given to those suppliers whose procedures and safety indexes do not imply a risk to the health and integrity of the personnel performing subcontracting work.
- Governance: Supplier Review based on the Supplier Code of Conduct. Salmenes Camanchaca has a structured Purchasing Procedure that defines the stages and considerations regarding the processes of purchasing and bidding of goods or contracting of services. This procedure guarantees transparency and efficient use of resources and actors involved in the selection of a supplier.
- Social: For Salmenes Camanchaca it is essential to respect the communities and/or inhabitants surrounding its strategic installations. In this sense, Salmenes Camanchaca seeks constant interaction with the communities or groups regarding its facilities and procedures, in addition to promoting a culture of interaction and active collaboration with the neighbors, encouraging projects for the growth and care of the areas where it operates, as well as the inclusion of local suppliers in the development of its processes.
- Environmental: Salmenes Camanchaca expects to be able to operate with suppliers whose management and development of their internal processes, supply or logistics does not imply a risk or negative impact on the environment. The ideal of suppliers is expected to promote environmental protection, such as management of waste and hazardous substances, gas emissions, work plans and risk management in the event of leaks or accidents.
- Specific Sector Risk: The review of suppliers will be subject to the risk of the specific sector, especially those services related to the safety of contracted personnel, food safety, delivery times and others of interest.

## 1.7.4 Supplier Assessment and Development

### Supplier assessment

Salmenes Camanchaca has a supplier assessment process in place which includes the following:

With the implementation of the Supplier Code of Conduct, an External Audit is conducted, which seeks to review compliance and identify improvements (according to the Supplier Self-Assessment) in its ethical processes, Human Rights, occupational health and safety, Community and Environment. The auditing company will be able to validate the internal procedures of each supplier with the level of compliance obtained in the self-assessment. Finally, the auditing company makes a final report with the results obtained comparing the self-assessment performed by the supplier and will issue a final report to the purchasing and supply area where it will be possible to determine the implementation of immediate or continuous improvements with the supplier.

All external audit processes and inspections are performed based on the principles / guidelines of ISO 19011.

Accreditations of the independent auditing body. Depending on the programs (standards) with which Control Union is accredited, these are the accreditations that the group has:

- Ecuadorian Accreditation Service - SAE.
- Dutch Accreditation Council - RVA.
- Assurance Services International - ASI.

For the ASC certification, audits are carried out to the cultivation centers as well as to the processing plants. These audits are conducted annually and include a social evaluation section that includes on-site evaluation of contractors in which human and labor rights compliance issues are evaluated, such as review of salary and social security payments, review of adequate training for the work performed, and whether they have the appropriate protective equipment. The evaluation follows the SA8000 methodology.

Salmenes Camanchaca's own evaluations use its own methodology for the application and evaluation of the Supplier Code of Conduct, considering the aspects of Ethics, Human Rights, Occupational Health and Safety, Community and Environment, which is subsequently validated by an external audit.

### Supplier Development

Salmenes Camanchaca has a supplier development process in place which includes the following:

Salmones Camanchaca develops assistance programs in response to supplier performance, to help each supplier achieve the required standards and operate responsibly according to corporate guidelines.

For the development of suppliers of Salmones Camanchaca, an internal Benchmark is generated, which is related to the quality of service and experience with other actors in the sector.

The classification of the supplier and its levels of deficiencies, identified in the Supplier Self-Assessment process, will allow for a continuous or immediate improvement plan to align the supplier with Salmones Camanchaca's requirements. The objective is to foster a culture of environmental and social awareness for the supplier's operational continuity. In this sense, critical points are identified and an improvement process is agreed upon, which must be backed up with documentary evidence (creation of internal procedures).

### 1.7.5 KPIs for Supplier Screening

Salmones Camanchaca monitors and reports on the coverage and progress of its supplier selection program:

Supplier Screening	FY 2022
<b>1.1 Total number of Tier-1 suppliers</b>	1305
<b>1.2 Total number of significant suppliers in Tier-1</b>	145
<b>1.3 % of total spend on significant suppliers in Tier-1</b>	50%
<b>1.4 Total number of significant suppliers in non Tier-1</b>	-
<b>1.5 Total number of significant suppliers (Tier-1 and non Tier-1)</b>	145

### 1.7.6 KPIs for Supplier Assessment and Development

Salmones Camanchaca monitors and reports on the coverage and progress of its supplier assessment and development program:

Note: The values in the following tables consider only suppliers classified as significant suppliers.

1. Supplier Assessment	FY 2022
<b>1.1 Total number of suppliers assessed via desk assessments/on-site assessments</b>	96
<b>1.2 % of significant suppliers assessed</b>	66
<b>1.3 Number of suppliers assessed with substantial actual/potential negative</b>	1



impacts	
1.4 % of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	0.7
1.5 Number of suppliers with substantial actual/potential negative impacts that were terminated	0

2. Corrective action plan support		FY 2022
2.1 Total number of suppliers supported in corrective action plan implementation		0
2.2. % of suppliers assessed with substantial actual/potential negative impacts supported in corrective action plan implementation		0

3. Capacity building programs		FY 2022
3.1 Total number of suppliers in capacity building programs		0
3.2 % of significant suppliers in capacity building programs		0

## 1.8 Tax Strategy

### 1.8.2 Tax Reporting

In relation to the financial statements and tax contributions, for tax purposes Salmones Camanchaca is only resident in Chile. As a result, the company has no tax obligations in other jurisdictions.

## 1.9 Information Security/ Cybersecurity & System Availability

### 1.9.3 IT Security/ Cybersecurity Process & Infrastructure

The entire IT infrastructure is certified, as it is hosted on Google Cloud Platform (GCP).

## 2.1 Environmental Policy & Management Systems

### 2.1.3 EMS: Certification/ Audit/ Verification

Certification / Audit / Verification	Coverage (%)
SO 14001	65
BAP / ASC / GLOBAL GAP	92

## 2.6 Climate Strategy

### 2.6.3 Climate-Related Management Incentives

The company's annual bonus is based on performance and the compliance with our corporate goals.

The improvement of net GHG emissions was included in the objective "Improvement of sustainability indicators based on SLL (sustainability-linked lending) commitments", which had a weighting between 5% and 10%. This objective includes the following KPIs: a. Carbon neutrality, b. ASC certification, c. Fish in / fish out ratio, d. Recycling of solid industrial waste, e. Occupational accidents.

This also applied to the CEO, all senior executives and the sustainability team.

Depending on the results, senior executives could receive up to 2 times their gross monthly salary.

The improvement in accident rate and fatality rate was included in the objective "Improvement in human capital indexes (climate, NPS, accident rate and fatality rate)", which had a weighting of 10%. This objective includes the following KPIs: a. Accident rate, and b. Fatality rate.

## 2.7 Biodiversity

### 2.7.1 Biodiversity Risk Assessment

**Use of location-specific approach** All offshore farms and fish farms undergo a biodiversity impact analysis, which evaluates the adjacent species and the impacts of the operation, the conservation status of the species and whether there is any site with a category of protection. The aerobic or anaerobic status of the site to be operated at sea is also evaluated for regulation purposes. For this purpose, and with the support of SERNAPESCA, oxygen profiles, bottom recordings and/or marine sediment samples are taken (depending on the bathymetry of the site), at the time of maximum biomass of the crop (studies known as INFAs). These records are then analyzed by independent laboratories, and with this information in hand, it is determined whether or not a concession can be occupied for productive purposes. A concession that satisfactorily passes the above tests is considered as AEROBIC, and can obtain a planting permit for future fattening of hydrobiological resources. Otherwise, it is considered an ANAEROBIC concession; to get out of this category, the tests are even more demanding, through a POST ANAEROBIC INFA (less evidence of bacteria on the bottom, lower organic matter content, for example).geographical factors are considered for the evaluation, since each site operates in different regions of the country, so the presence of unique ecosystems, special habitats, endemic or endangered species, among other aspects are evaluated.

### References to methodologies or frameworks used for assessment

Currently, the methodology for biodiversity analysis follows the ASC analysis, which states: The evaluation should integrate the following elements:

1. Locate the proximity of essential, sensitive, or protected habitats and species: a. This includes the most important wildlife species within the marine environment surrounding the farm b. Special attention shall be given to species listed on the International Union for Conservation of Nature (IUCN) or national threatened/endangered species lists and those in any areas identified as areas of high conservation value (AAVC), important areas for conservation/biodiversity or equivalent
2. The detection and description of the potential effects that the farm could cause on biodiversity, focusing on those habitats or species.
3. Description of the strategies and programs, current or future, implemented on the farm to eliminate or minimize any detected impacts that the farm could cause, and a report of the monitoring of the results of such programs and strategies.

### Integrated into multi-disciplinary company-wide risk management processes

Currently for the supply chain, a biodiversity evaluation parameter has been established in the supplier code of conduct, which establishes principles that our suppliers must comply with when working for the company. Normatively, the concessions to be planted must have an ideal seabed health situation (evidenced by an aerobic INFA). In addition to this, we carry out our own monitoring (internal INFAs) to ensure a more responsible risk management of the concessions. Since 2022, and thanks to new legislation on the subject, seabed remediation can also be carried out, which leads to a shortening of anoxic conditions or close to it, and also the installation of equipment during a productive cycle that makes this situation more difficult to occur. In addition, all sites must have an RCA which analyzes the discarding of environmental impacts of each facility and also defines the environmental components and commitments that must be followed up (through surveillance plans). The identification of risks associated with biodiversity is part of the company's overall risk identification process, so the assessment of potential financial impacts is included in the process. Another consideration is the biodiversity training of company personnel, who are trained in the species they may encounter and their conservation status, as well as the impacts and mitigation measures.

### Dependency-related biodiversity risks considered in risk assessment

The risk of the quality of the marine waters where the cultivation centers are located (oxygen, temperature, microalgae) is considered. The variability of these parameters can generate massive mortality effects in the cultivation centers, impacting the company's productivity. Risk of shortage of fresh water in the production processes, its lack can cause a reduction in production.

### Impact-related biodiversity risks considered in risk assessment

There are no significant impacts since these are ruled out in the environmental assessment (obtaining the RCA), but possible impacts of the activity are identified, such as food pellets falling to the seafloor, spills or dumping of substances into the environment, interaction with wildlife, entanglement of mammals or birds, and fish escapes.

### Scope of biodiversity risk assessment

- Own operations
- Areas adjacent to own operations
- Upstream activities: RCA and biodiversity analyses are available for fish farms and fattening
- fish farming and fattening
- Downstream, processing plants have RCAs.

### Risks identified

- Own operations
- Areas adjacent to own operations
- Upstream activities: RCA and biodiversity analyses are available for fish farms and fattening
- fish farming and fattening
- Downstream, processing plants have RCAs.

Aspect	Some risks identified
FOOD Reception, storage and administration	Pallets or silos fall into the water column and seabed.
	Solid waste to sediment
BEACH CLEANING	Interaction and/or habitat disturbance for marine/coastal species
DAILY ACTIVITIES (Processes Reception/Fattening/Harvesting of fish)	Residential waste
	Hazardous waste
	Solid Industrial Waste
INTERACTION WITH BIODIVERSITY	Damage or Aggression to Wildlife
CONTINGENCIES	Fish Escape
	Mass mortality
	Loss of food, structures and other
	Enameling of marine mammals

## 2.7.5 Biodiversity Mitigating Actions

### Avoid:

Improve plans and available technology to avoid the fall of uneaten food to the seabed. Artificial intelligence pilots.  
 Avoid sending sludge from fish farms to landfills, preferring to send it to establishments that have reuse processes such as the manufacture of biogas or compost, in order to promote the circular economy of the processes.  
 Use of vermifilter for the treatment of wastewater from fish farms.

### Reduce:

Develop specific and contingency plans to minimize the impact on species, whether due to entanglement of birds or mammals or possible human interaction with wildlife.  
 There are specific plans for each facility in the event of fish escapes, in addition to plans to prevent them from occurring.  
 Use of technology to improve the quality of water discharged into the river, and use of technology to reduce water consumption, while we are committed to maintaining the ecological flow of the water.  
 Training of company personnel and subcontractors working at the sites to reduce waste that may fall into the sea.  
 Delivery of vermicomposters to the cultivation centers to reduce the amount of waste sent to landfill.  
 Reducing the energy consumption of the facilities with the implementation of technological improvements.

### Restore and regenerate:

Through the project at the Hueñu Hueñu property, the eco-systemic services provided by the property were analyzed.

### Transform:

Working together with schools in the sector on a project to support schools in teaching sustainable work methods.  
 Raising awareness among the population in order to support recycling in the area.  
 Work with international organizations.

## 2.3 Resource Efficiency and Circularity

### 2.3.3 Packaging Materials

Packaging Materials	Coverage (% of cost of goods sold)	Total Weight (metric tonnes)	Recycled and/or Certified Material (% of total weight)	Target 2022 (% of total weight)
Wood/Paper fiber packaging*	100	2441	100	100
Metal (e.g. aluminum or steel) packaging**	-	-	-	-
Glass packaging**	-	-	-	-

\* 100% of the cardboard purchased by the company is PEFC certified.

\*\*Material not used in packaging.

## 2.3.4 Plastic Packaging

	FY 2019	FY 2020	FY 2021	FY 2022
A. Total weight (tonnes) of all plastic packaging	1536	878	1337	1900
B. Percentage of recyclable plastic packaging (as a % of the total weight of all plastic packaging)	0	0	0	0.4%
C. Percentage of compostable plastic packaging (as a % of the total weight of all plastic packaging)	0	0	0	0
D. Percentage of recycled content within your plastic packaging (as a % of the total weight of all plastic packaging)	0	0	0	0
Coverage (as a % of cost of goods sold)	100	100	100	100

## 2.8 Food Loss & Waste

### 2.8.2 Food Loss & Waste Impact

	FY 2022
a) Total weight of all food loss & waste [metric tonnes]	26,274
b) Total weight of food loss & waste volumes used for alternative purposes [metric tonnes]	26,274
c) Total discarded (a-b) [metric tonnes]	0
d) Food loss & waste intensity: ton food waste/ ton produced	0.54
Coverage: Production	100%

## 2.9 Sustainable Agricultural Practices

### 2.9.2 Certifications of Agricultural Crops

Agricultural crop	Certification or accreditation	Coverage (Percentage of the weight of a given salmon feed input that is certified out of the total purchased weight of that input.)	Exposure (Percentage of the weight of a given salmon feed input over the total purchased weight salmon feed volume)
Palm oil	RSPO	100%	<1%
Soy	RTRS	100%	5% - 25%
Cereals	-	0	5% - 25%

### 2.9.3 Certifications of Animal Products

Agricultural crop	Certification or accreditation	Coverage	Exposure
Aquaculture products	BAP ASC	100% 73%	>25%
Swine products	-	0%	5% - 25%
Poultry products	-	0%	5% - 25%
Wild fisheries products	Marine Trust MSC	66% 13%	5% - 25%

## 3.1 Labor Practice Indicators

### 3.1.4 Workforce Breakdown: Gender

We have the following targets:

- Achieve 35% female participation in the total workforce by 2025.
- Achieve a 17% participation of women in total leadership positions by 2025.

## 3.2 Human Rights

### 3.2.2 Human Rights Due Diligence Process

Within the mitigation processes that are in place are the channels of complaints and procedures for complaints either for company personnel or for any person in the community who has a complaint regarding the company.

In addition to the psychosocial risk measurement survey, which measures risk factors in work organization and personal relationships at work, including the risk of hostility, harassment, violence and fear, as well as the risk of discrimination or unfair treatment. This survey is conducted every 2 years, and depending on the score obtained, corrective measures are taken. This survey is conducted for all company personnel.

Another way of assessing human rights risk is through voluntary standards audits such as ASC and BAP, which specifically evaluate compliance with human rights for both company personnel and contractors, for example by verifying that remuneration is paid correctly, that there are no discounts, and that there is no forced or child labor.

From 2021 to first semester of 2022, Salmones Camanchaca and SustainaLab conducted human rights due diligence to identify the potential risk of negatively impacting the human rights of workers, contractors and suppliers.

Regarding remediation actions taken, there was a death in a subcontractor company, and although the company took preventive measures within the company so that it does not happen again. All subcontractors are also requested that the companies must have life insurance for all workers who enter any of the company's facilities, this is part of the documents required to work with the company.

#### Risk mapping or other forms of assessment to identify areas of potential risk.

The study was based on the UN Guiding Principles on Business and Human Rights and the 32 human rights provided by the Ruggie Framework.

We set out to identify risks in our own operations, in our value chain or other activities related to our business.

The process began with the identification of the most relevant potential impacts on HHRR, and included:

- Analysis of reports on adverse human rights impacts in Chile and in the salmon industry.
- Review of the press.
- Review of Salmones Camanchaca's Policies, Codes and Procedures.
- Results of customer's audits and certifications.
- Interviews with company's managers and some employees.
- Focus groups with company employees, contractor employees and suppliers.

The risks identified were classified into 6 categories, and their impacts were evaluated according to severity and priority.

As part of the process, recommendations were made to prevent and mitigate potential impacts, based on the gaps identified.

#### Actual or potential human rights issues covered.

The 6 categories considered are presented below:

- Health and safety
- Inclusion and non-discrimination
- Decent work
- Forced and child labor
- Standard of living
- Protection of privacy

Among other issues, these include:

- Human trafficking
- Freedom of association
- Right to collective bargaining
- Equal pay

Individuals whose human rights could potentially be affected, covered by human rights due diligence.

- Own employees
  - Migrants
  - Women
- Employees of third parties (contractors and suppliers)
  - Migrants
  - Women
  - Children

### 3.2.4 Human Rights Mitigation & Remediation

The type of remediation actions taken

The company was not directly implicated in a human rights impact during 2022. However, it was indirectly implicated in a human rights impact due to the loss of life of a contractor worker at a Salmones Camanchaca farm. The company actively collaborated with the investigation and, along with reviewing its procedures, took corrective measures to prevent situations like this from recurring. In addition, the insurance corresponding to this unfortunate event was activated.

## 3.3 Human Capital Development

### 3.3.2 Employee Development Programs

	Program 1	Program 2
Name & Description of the program	Management Skills Program - High Performance Teams: A stage 1 and 2 program was developed for front-line managers to develop strategic People Management skills. High Performance Teams were trained in communication skills, teamwork, empathy and collaboration. It was carried out from the second semester of 2021 on a face-to-face basis and extends until today. It was impacted by an external person. An individual meeting was held with each manager, they had to take an individual test, feedback was given based on the results and training was given to the whole group. The duration of this program is more than 2 years. The second stage incorporates the Strategic Objectives and OKR of each Management, to bring the management level to high standards in the Company.	Camanchaca Leading the Culture Program. A program was developed for professionals who lead people, under the concept of practical learning of andragogy with interesting modules such as: - Mobilizing Leadership and Communicating Role, - Recognition Skills, - Feedback Culture, - Conversations of Value. All workshops, under the scheme of representing live learning, which is learning in scale.
Description of program objective/business benefits	The program sought to develop High Performance Teams with leadership skills, encourage participation and synergies among the different areas and generate trust so that these dynamics would continue to occur outside the program among the different teams of the company. Training in communication skills, teamwork, empathy and collaboration was foreseen.	The program sought to develop leadership skills, under the practical learning of andragogy, on issues of feedback, recognition, communication, empowerment, confidence building, etc. in leaders, so that operational workers are positively impacted on a daily basis. We sought to promote a good Organizational Climate, motivation, and happy workers; performance evaluations with clear feedback; the fulfillment of strategic objectives of the company keeping workers happy and motivated.
Quantitative	The Organizational Climate was positively impacted by	It is a program that has a great impact, first for



impact of business benefits (monetary or non-monetary)	increasing the score by 6.6% (the result was 78.8%). On the other hand, the results in the Camanchaca Experience Index (NPS) were positive, obtaining 12% (in 2021 it had been 5%). This increased performance and had a positive impact on the company's production results. Improvement of the relationship between teams, work environment, reduction of errors in decision making. Agility in process times, motivation. Reduction of the turnover rate in each area.	those who carry it out in terms of motivation, integration between teams, and then a great impact with the teams, in relevant issues such as recognition of workers, good feedback in performance evaluation, and continuous updating that generates a positive impact and a good organizational climate. The Organizational Climate was positively impacted by increasing the score by 6.6% (the result was 78.8%). On the other hand, the results in the Camanchaca Experience Index (NPS) were positive, obtaining 12% (in 2021 it had been 5%).
% of FTEs participating in the program	0.56	11

## 3.4 Talent Attraction & Retention

### 3.4.1 Hiring

In 2022 the average cost of hiring/FTEs was USD 147.

### 3.4.2 Type of Performance Appraisal

Salmones Camanchaca has performance appraisals of the Management by objectives type.

The company has a matrix of Annual Objectives for all executives, managers, professionals and administrative staff, which clearly establishes the Financial Profitability, Productive and Process Efficiency, Organizational, Sustainability and Safety Objectives.

Annually, performance evaluation processes are developed based on results from the management level to the administrative levels.

Additionally, a performance evaluation is applied to all employees of each center of the Agua Mar Management. The results are published in the Integrated Annual Report 2022.

Performance appraisal processes are carried out on a semi-annual and annual basis.

### 3.4.4 Employee Support Programs

Employee Benefits:

- Workplace stress management

An Organizational Climate Program is carried out annually, with the following work focuses:

- Integration, Recognition,
- Care and Well-being,
- Training and Development,
- Culture, Communications and Camanchaca Experience,
- Innovation and Continuous Improvement.

Different initiatives and activities are developed for the workers, such as: Awards Dinner for years of service, Children's Christmas Party, Awards Activities for Workers' Day, Birthday Celebrations, Cinema for Workers and

their families, Corporate Gifts for Workers, Agreements with different institutions for the benefit of workers, Supplementary Health Insurance with shared expenses, etc. This program is carried out considering the results of the Organizational Climate Survey.

- Sport & health initiatives

In terms of sports activities and quality of life, the field work areas have an exercise machine room for physical activity (pontoons) and in the other productive areas there are soccer fields for everyone to enjoy sports. In addition, there are gymnasium agreements for those who wish to enroll. In addition, there is a healthy lifestyle program in the Camanchaca Amiga program, which is shared by internal workers and the community. For several years, active breaks and compensatory exercises have been carried out daily in the processing rooms, allowing people to rest from their routine tasks. In addition to this, there is a massage chair for all workers every 15 days at the processing plant, with 2 kinesiologists.

Frequent health campaigns are carried out, together with the inoculation of the influenza vaccine, and salmon is available for inclusion in their diet.

#### Work Conditions:

- Flexible working hours

Flexible working hours for positions where remote working is possible.

- Working-from-home arrangements

Some employees work remotely.

#### Family Benefits:

- Childcare facilities or contributions

The company has an agreement with childcare centers and in the event that the child has health problems (medical certificate) the company gives an economic bonus to the employee in salary settlement.

- Breast-feeding/lactation facilities or benefits

All arrangements are made for workers to breastfeed at home, allowing them to leave one hour before the end of the workday.

- Paid parental leave for the primary caregiver

By law, 84 days of post-natal leave are granted and then 84 days of parental leave. In addition to this, the worker can make use of the legal holiday at a later date.

- Paid parental leave for the non-primary caregiver

By law, fathers of children may take 5 days of parental leave.

### 3.4.6 Trend of Employee Wellbeing

The measurement considers 11 factors (cohesion, leadership, safety, autonomy, conditions, innovation, communication, recognition, sustainability, sense of belonging and work organization) in which the employee's performance is evaluated, referring to several metrics.

## 3.5 Occupational Health & Safety

### 3.5.2 OHS Programs

We have an OHS management system.

Currently, in farming we are starting to implement a high-performance risk management system (never existed before). In the case of the Tomé process plant, it has an Occupational Health and Safety system certified under the ISO 45001: 2018 standard.

It covers the following elements:

**OHS risk and hazard assessments to identify what could cause harm in the workplace.**

In farming, we have technical reports from safety analysts (internal) and ACHS (external - Workers Safety Agency). In the case of the Tomé process plant, there is a procedure and documentation associated with the processes of hazard identification, evaluation, and determination of controls.

**Prioritization and integration of action plans with quantified targets to address those risks.**

In farming, work is being carried out based on the lessons learned over the past year. In the case of the Tomé process plant, there is a procedure for identifying hazards, evaluating risks, and determining controls. In addition, there is a process for eliminating hazards and reducing occupational health and safety risks.

**Integration of actions to prepare for and respond to emergency situations.**

In farming, we have work programs and drills required by the maritime authority. In the case of the Tomé process plant, there is an emergency preparedness and response process for emergency situations, including procedures and accompanying documentation.

**Evaluation of progress in reducing/preventing health issues/risks against targets.**

In farming, ACHS technical reports are followed up at work centers. In the case of the Tomé process plant, a hazard elimination matrix is in place.

**Internal inspections.**

In farming we have evaluations carried out by internal and ACHS personnel. In the case of the Tomé process plant, a Behavioral Accident Prevention Process (BAPP) program is in place.

**Independent external verification of health, safety and well-being: please provide the names and standards used (such as ISO 45001):**

In farming we have external inspections by the ACHS. In the case of the Tomé process plant, is certified under ISO 45001: 2018. The Tomé plant was the first plant to be certified under this standard, although the Company has been working with other plants to achieve this standard in recent years.

**Procedures to investigate work-related injuries, ill health, diseases and incidents.**

The company has procedures in place to investigate occupational accidents, poor health, illnesses and incidents. Occupational accidents are dealt accordingly to the established procedures.

**OHS training provided to employees and/or other relevant parties to raise awareness and reduce operational health & safety incidents.**

In farming, we have training programs.

In the case of the Tomé process plant, there is also a training program for workers. Tomé is in line with the process of identifying hazards, and therefore, actions are defined to be carried out monthly in each of the sections, departments, and levels of responsibility, through a software specially designed for this purpose, which is called Direct Operations Controls (COD).

**OHS criteria introduced in procurement and contractual requirements.**

We have contractual requirements in the internal regulations and in the employment contracts. The criteria used are defined in the procedure of identification of hazards, risk assessment and determination of controls.

## Internal Rules of Order, Hygiene, and Safety - January 2023

### CHAPTER VII

#### Procedure for Claiming the Principle of Equal Pay between Men and Women within the Company

##### Introduction

The claim for non-compliance with the principle of equal pay between men and women who perform the same work imposes a new obligation on the employer: the establishment of a procedure to process such claims, which must be included in the Internal Regulations of the Company, as provided in number 13 of Article 154 of the Labor Code.

1. The Company guarantees all male and female workers the fulfillment of the principle of equal pay for those performing the same work, as established in Article 62 bis of the Labor Code, which states:

"The employer must comply with the principle of equal pay for men and women performing the same work, and differences in wages based on objective reasons, such as skills, qualifications, suitability, responsibility, or productivity, shall not be considered arbitrary."

In compliance with this mandate and following the provisions of Article 154 number 13 of the Labor Code, the company has implemented the following procedure for claims that men and women employed in the company can make when they consider their remuneration to be notably lower than that of other workers who perform identical functions or tasks.

2. The remuneration of the company's personnel shall be agreed upon in their respective individual employment contracts or, if applicable, in collective contracts or agreements. These remunerations shall be directly related to the tasks and functions for which the worker has been hired, with the company always seeking to negotiate and pay each worker a remuneration appropriate to their duties, responsibilities, and position within the organization.

3. Actions or measures contrary to the principle of equal pay between men and women who perform the same or identical work include significant differences in the remuneration of employees based on their sex, such as:

- A) Lower wages for women performing the same work as male operators or workers;
- B) Lower values for bonuses, incentives, deals, or commissions that are agreed upon. However, in accordance with current legal provisions, different remuneration may be negotiated between workers in cases where there are circumstances such as:
- C) Differences in the abilities of workers, such as proactivity and teamwork, in tasks that demand such qualities, agreed upon in the individual employment contract.
- D) Differences in the qualifications or evaluations of workers carried out by the company, in a clear, transparent, and objective manner, based on factors such as the timely completion of assigned tasks, integrity, productivity, attendance, and punctuality at work, which justifies negotiating better remuneration for the better-performing employees.
- E) Suitability for the position, i.e., individuals who possess the necessary or optimal conditions for a specific function or job;
- F) Ancillary and exclusive functions to be performed within the organization of the company, which will be clearly stated in the respective employment contracts.

4. Any worker of the Company who believes that their remuneration is inferior to that of workers who perform identical work has the right to file a written complaint with the Company's Management, providing at least the following details in the complaint:

- 1. Full name and identification number
- 2. Position and department in which they work
- 3. A brief description of the reasons and grounds for believing that their remuneration is inadequate or unequal to that of other workers who perform the same work
- 4. If possible, indicate the workers with whom they are making the comparison.

5. Any complaint made in the terms indicated in the previous article must be investigated by the company within a maximum period of 30 days. For this purpose, a staff member of the COMPANY, properly trained in these matters, shall be appointed.

6. Once the complaint is received, the designated staff member will have a period of 5 business days, starting from the receipt of the complaint, to initiate the investigation. Within this period, they must personally notify the complainant, interviewing them and reviewing the remuneration they receive, the tasks and functions they perform, the situation of other workers who perform the same tasks, the existence of collective labor agreements, and any other information that may clarify the existence of differences in remuneration. The staff member shall present their findings to the company's management within a period not exceeding 25 days.

7. All the information gathered and the conclusions reached shall be documented in writing, and the assigned staff member shall deliver them to the management along with their recommendations, so that the company can issue its response.

Upon completion of the investigation and consideration of the evidence, a written response to the complaint shall be provided, and the affected worker shall be personally notified of this response. The response shall include, at least:

- a) Place and date
- b) Name of the affected worker and their position
- c) Date of employment and length of service in the company
- d) Description of the tasks performed by the worker
- e) Results of the last two performance evaluations, if any
- f) Clear and precise indication of whether the complaint is accepted or rejected
- g) Basis for the decision taken
- h) Name, position within the company, and signature of the person providing the response.

8. If the worker is not satisfied with the employer's response, they may appeal to the competent court to rule on the matters raised in accordance with the provisions of Paragraph 6 of Chapter II of Title I of BOOK V of the Labor Code.

Descriptions of the various positions currently in force within the company are available to all staff members upon request at the administration building's reception.